

ACCREDITATION

CASE STUDY



Introduction

Finmeccanica is Italy's leading industrial multinational and multi-cultural group in the high technology sector and is ranked among the top 10 global players in aerospace, defence and security.

The group focuses on three strategic sectors – helicopters, defence electronics and security and aeronautics – and also has a strong presence in the space sector where it is a pioneer in satellite services, and in the global transport and power generation markets.

The Finmeccanica group has bases in Italy, the USA and the UK. It has also built up a significant presence in France, Germany and Poland. There are nine operating companies in the UK – AgustaWestland, Ansaldo STS, DRS Technologies, SELEX Elsag, SELEX Galileo, SELEX Systems Integration,

VEGA Consulting Services, MBDA and Telespazio VEGA.

SELEX Galileo, SELEX Elsag and SELEX Sistemi Integrati activities will integrate as of January 1st, 2013 into a new company, SELEX ES.

Its industrial facilities are spread across the globe with some 340 companies, joint ventures, partnerships and joint industrial projects. It is a partner in several significant international projects including, Eurofighter, B787 Dreamliner, ATR, Joint Strike Fighter, the SuperJet, 100Galileo and the International Space Station.

A force for the future

Finmeccanica recognises that the creative force behind its global success and reputation for excellence and



innovation is its people, coupled with a shared vision that creates value for everyone – employees, partners, suppliers and those who use its products.

Underlining this is a proactive approach to attracting, nurturing and developing outstanding people by creating a company culture that rewards talent, creativity and merit, enriching the capabilities and skills of all employees.

With some 400 sites in more than 45 countries, the diverse workforce includes 68,300 employees – 40,000 working at its Italian base, 8,800 in the UK and 9,200 in the US. Creating a common, consistent approach to all activities across its global operation has been a major focus for the group in recent years.

The bedrock is an integrated system of education and development defined for all processes. It is applied through several significant international initiatives, aimed at developing skills and methodologies, to support the adoption of best practices in all group's core processes.

The group's Human Resources department has overarching responsibility for the system, which has five main objectives:

- 1 group culture** – consolidating and disseminating the Finmeccanica values and culture and to strengthen the sense of belonging
- 2 knowledge management** – capitalising and transferring know-how and best practices, supporting the continuous development of resources, the professional 'families' and communities of practice
- 3 development framework** – defining and addressing development paths across the company and internationally
- 4 talent management** – ensuring the continuous growth and development of the talents of people and of the people with talent

5 industrial culture – supporting the dissemination of the culture and the distinctive Finmeccanica scientific, technical-industrial and management competencies

Based on top management priorities, project and programme management became the first area where the overall system has been applied since 2007.

"Programme and project management skills are essential for Finmeccanica to manage the growing complexity of our business," said Amedeo Caporaletti, President of Alenia Aermacchi and Chairman of the Project Management Programme Steering Committee.

"We have several programmes in development or at the early ramp-up phase that have reached critical milestones, where programme management is crucial. We need even more world class project and programme managers focused on excellence of execution and able to move from fire-fighting to anticipation."

A global DNA for project management

As a project driven organisation, Finmeccanica has some 3,000 project professionals working across the world.

Training and processes had been managed by individual operating companies and business units, leading to a variety of approaches and results. The challenge was to establish a common project management 'DNA' and embed it across the board, while still leaving companies the freedom to adapt it to their specific needs.

The resulting Project Management Programme (PMP) was launched in 2007 as a guaranteed strategic and international initiative aimed at providing employees with the tools and support to help them and the profession within Finmeccanica to move forward.

Explained Chiara Favareto, SELEX Eltag Head of PMO: "Finmeccanica has grown very fast in the last 10 years, mainly by external acquisitions. All the companies had adopted different methodologies and approaches to managing programmes, delivering training and developing career paths.

"Finmeccanica's decision to create a systemic approach was initially perceived as a potential increase of bureaucracy. On the contrary, in a very few months, companies recognised that it brought a very important added value. For the first time, internal best experiences



Chiara Favareto,
SELEX Eltag Head
of PMO

were captured and shared between different operating companies, the most accredited international standards were critically analysed and adopted, but still leaving the freedom to adapt the new framework business peculiarities."

The group's commitment to excellence comes from the top. PMP is led by a steering committee of some of

the most influential senior managers, with a council of senior professionals responsible for the achievement of the objectives and the coordination of policies.

It was designed in collaboration with more than 100 experts from all the operating companies to establish a framework of competencies based on international standards and group best practice.

At the heart of the programme is the systemic framework, PM in Finmeccanica's Way, working to create a common language in defining how projects should be managed and the tailored training and development paths for those who put the rules into practice.

A training model designed to guide all members of the project management 'family' along paths based on roles, seniority, knowledge and skills is mapped to a competency model drawn from internationally recognised bodies of knowledge, including the APM Body of Knowledge.

The modular model begins with an online 'warm up' self-assessment knowledge test to determine an employee's levels of skills and capabilities. The results of the test, validated by a supervisor, identify training needed to bridge any gaps.

The next step along the route is the innovative PM in Finmeccanica's Way module. This experience-based residential course is at the core of the programme and delivered worldwide. Simulations and role games are used to give participants hands on experience of technical tools and approaches while simultaneously facing the complexity of effective communication, team working and negotiation.

All project and programme managers are required to undergo training. There are three key areas – strategic, systemic and fundamentals – with individuals assigned to the right course based on their level of professional experience and responsibilities.

Training is delivered through a mix of external accredited trainers and in-house experts. In the past five

years, Finmeccanica has accredited trainers from top business schools, including Imperial College Business School and MIP-Politecnico di Milano, together with international training companies and consultancies. The internal Subject Matter Experts are involved in a certification path developed in collaboration with INSEAD Business School in Fontainebleau, Paris. Once SMEs have successfully completed their training and field testing, they are formally accredited in the Finmeccanica Faculty.

These core modules are bolstered by specialist courses that focus on key technical issues and behavioural topics. Employees also have access to an online learning library that includes the main group directive and guidelines for managing programmes and projects.

PM certification with the most prestigious international bodies is considered a key success factor and was one of the main pillars of the PMP initiative from the beginning. All operating companies are expected to support membership of IPMA, APM and PMI and to support project managers collaborating with other international project management organisations.

Selected project managers and senior project managers prepare through residential courses that bring together people from different companies and countries. Employees take qualifications appropriate to their geographic area, so those working with UK companies study for APM qualifications.

Since the inception of the PMP in 2007, the number of project managers who have achieved an appropriate professional qualification has grown from a mere handful to more than 250.

Talent at different levels of professional maturity is spotted early through the Finmeccanica Talent Management System, which also designs their career development path at company level and, for an elite selection, at group level.



Thanks to the PMP, we operate today in a context that is better defined in terms of roles, accountabilities and development of the project management professional community.

"I have observed really a different approach in AgustaWestland programme and project managers who have attended the PMP. They have not only dramatically improved their competencies, but also acquired a managerial approach to programme management.

"And we must never forget the huge advantage of the PMP in enabling us to execute programmes in a national and international multi-cultural context, so that all participants can take advantage of each other's experience, either because they operate in different countries or in different companies inside the same nation."

Marcello Corsi, Senior Vice President, International Programs, AgustaWestland

Continuous review and updating, an annual critical analysis of the competence model and each training module, studying feedback taken from employees before and after each course and establishing the needs of every operating company ensures the PMP remains relevant and fit for purpose.

Every year Finmeccanica, with the support of past PMP participants, conducts an on-line survey to measure the degree of application of best practices presented during training and to assess the continuous improvement of group project management capabilities.

Two of the major principles that guide the PMP are continuous improvement and lifelong learning, with activities such as workshops and knowledge sharing for those with more experience or who have attended a PMP course.

The worldwide Finmeccanica project management family is linked through the PMP Web Community. As well as building relationships and sharing knowledge and best practice, the site is the place for news and events in collaboration with the international bodies and is fast becoming the reference point of choice for all project professionals.

Client testimonial

"The Raven Project at SELEX Galileo to develop and integrate the Raven AESA radar onto the Gripen fighter platform has been a success from the beginning.

"One success factor is open, 'no blame' communication. At project start, face-to-face meetings are important and facilitate all future communication. Communication between the experts for the different areas has been encouraged, minimising the risk that information is misunderstood.

"Another success factor is the close cooperation between the teams at SELEX Galileo and Saab, such as synchronised time schedules between the system development at SELEX Galileo and the system integration at SAAB which shortens the time schedule for the entire project.

"Weekly reports and telephone conferences keep parties up-to-date with the project status, whole close cooperation between the teams enables swift adjustments and adaptations when needed. Design decisions are made to optimise development out-turn and time schedule.

"A key success factor has been the perceptive mind-set and professional approach to project management by SELEX Galileo. By listening in order to understand the reasons behind different behaviours and then suggesting creative solutions, ways have been found to enable the common project to move forward. Decisions are made promptly and necessary approvals are granted to enable the work to flow.

"Underpinning this collaborative approach is a common interest between the companies to get the product to market as quickly as possible."

Maria Pettersson, Project Manager, Saab



Personal story

After graduating in aeronautical engineering from the University of Pisa, Massimo Biggi began his career in the automotive industry before joining AgustaWestland. His work has included the delivery of helicopters to the Royal Danish Air Force and the US Presidential Helicopters Programme. He is currently programme manager for the ICH-47F Chinook Programme for the Italian Army.

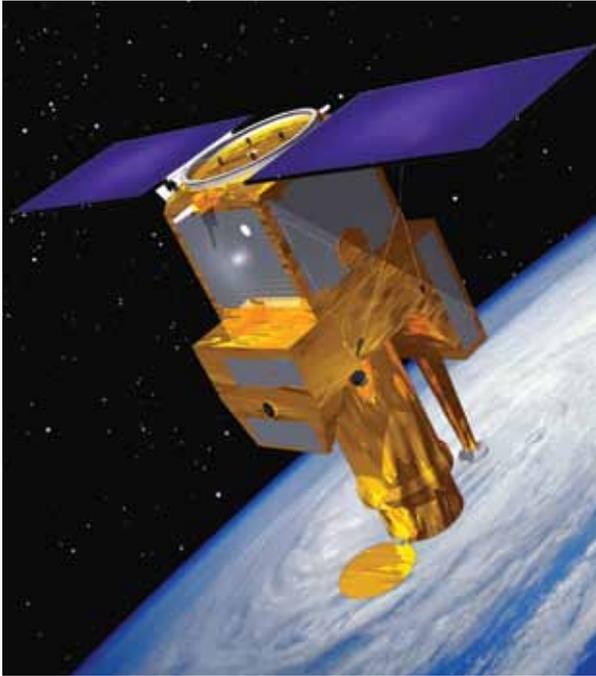
Massimo was part of the PMP initiative from the beginning, actively contributing to the design phase and engaging with his peers from other Finmeccanica companies for the development of a common language.

"The Finmeccanica PMP has been a terrific experience from a professional and personal point of view," he said. "It has dramatically increased the level of my project management key competencies, both technical and behavioural, helping to fill gaps in my knowledge through attending high level training courses.

"The programme also gave me the opportunity to prepare for PMI PMP Certification, which I achieved in 2008. This has given me a competitive career edge and is becoming more and more important in aerospace sector.

"I have also been included as a programme management Subject Matter Expert in the Finmeccanica Faculty, for which I was formally accredited at INSEAD Business School in November 2011.

"Having the chance to meet with the other programme managers from all the Finmeccanica companies has been a great opportunity to understand different management culture and experiences. I can honestly say that the PMP has really boosted my programme management career and development."



Association for Project Management and Finmeccanica

Finmeccanica is a corporate member of APM and this membership embraces all its UK operating companies.

In creating a common language for the project community across the world, the group drew on the APM Body of Knowledge as one of the main sources when developing its own bespoke competence framework.

Finmeccanica regards the attainment of internationally recognised qualifications as a demonstrable mark of professionalism. Following a study of the main international certifying bodies, APM was chosen as one of the three preferred organisations for these qualifications.

Through its UK operating companies, to date more than 340 employees have achieved APM qualifications across the range from the Introductory Certificate to Registered Project Professional. There are also 80 employees with IPMA qualifications, against which APM's qualifications are also mapped.



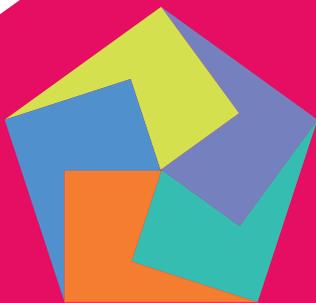
Today's market competition and customer expectations require a continuous updating of project and programme management skills and capabilities APM accreditation will help us to sustain the growth of our project management community, having access to a qualified network of professionals to share the latest thinking and best practices."

Amedeo Caporaletti, President of Alenia Aermacchi and Chairman of the PMP Steering Committee

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FIVEDimensions of Professionalism

APM Corporate Accreditation

APM Corporate Accreditation will help you stand out as an exemplar in the development of project management professionals. It provides assurances to your customers and suppliers and allows you to attract and retain the best project management talent in the country.

APM Corporate Accreditation recognises the commitment of organisations and professional development services to the defined APM Five Dimensions of Professionalism, each of which is supported by an APM standard:

Breadth

The APM Body of Knowledge defines the knowledge needed to manage any kind of project. It underpins many project management standards and methods including the National Occupational Standard in Project Management.

Depth

The APM Competence Framework provides a guide to project management competences. It is part of your professional toolkit; mapping levels of knowledge and experience to help you progress your skills and abilities.

Achievement

APM qualifications take your career in new and exciting directions. They are recognised across the profession and aligned with IPMA's 4 level Certification Program.

Commitment

Continuing Professional Development helps develop your project management practice. A targeted development plan will enhance your project management career.

Accountability

The APM Code of Professional Conduct outlines the ethical practice expected of a professional. Becoming an APM member shows your commitment to the Code and sets you apart from others.